BUILDING COMMUNITY PARTNERSHIPS AND SERVICES: THE FLAMBOROUGH EXPERIENCE A MANUAL FOR COMMUNITY CAPACITY BUILDING

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For:
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1.0 INTRODUCTION

1.1 Purpose Of This Manual

The primary purpose of this manual is to inform other communities of the process involved in organizing a community consultation to identify human service needs and to plan for the development and delivery of those community-identified service needs.

This manual was also designed as a tool to evaluate the community consultation and planning process and identify areas of strength and weaknesses within the process. By informing other communities of the pitfalls to watch for and the strategies that lead to success, it will function as a "How to" manual to guide other communities through their own consultation and planning initiatives. However, as each community is unique in geography, composition and structure, each will also need to develop a process that works for them and their constituents.

1.2 Building Community Capacity

The first question to be dealt with when discussing community consultation and planning is "Why?" Why engage in a lengthy process of consulting community members about human service needs when we have expert policy planners who could develop a human service plan in a fraction of the time? There are three main reasons why a community would engage in such a process.

First, a community consultation and planning process builds community capacity. Community capacity can be described as a means of "[improving] the ability of individuals, organizations, businesses and government in [the] community to come together, learn, make well-reasoned decisions about the community's present and future, and work together to carry out those decisions."[1] It is the process of bringing people together to share information, identify areas of concern and develop and work towards resolution of those concerns that weaves together the fabric of a vibrant community. The process itself produces a richer and healthier community.[2]

Secondly, an informed and participating community can develop plans that are responsive to need, effective and efficient.

Because the people living in the community best know what their needs are their input into the process leads to more effective programs and services that more practically meet the needs of community members.

Thirdly, failure to consult can lead to costly time delays and expensive challenges by people who feel that their interests have not been met by the plan,[3] which may lead to a lack of public acceptance of the plan.[4] [5] If the plan is rejected, all or in part, by the community, much more time and work will be needed to bring the plan up to people's expectations. Public participation is necessary for the preparation and implementation of a development strategy.[6]

The Flamborough Community Initiatives Group brought the community together to identify and discuss community experiences and concerns, raise awareness of concerns and work together to resolve them. In doing so, the capacity of the Flamborough community was increased.

1.3 *Overview Of Community Context*

Understanding the community, its demographic profile, geographical layout and history, is the first step in any community consultation and planning process. Rural communities have different demographics, geography, needs and barriers to service than urban communities. The age of the population, as well as income, is also important to consider when planning an exercise of this type. Some citizen participation literature shows that people who are marginalized (by income, language, educational levels and skills) are less likely to engage community processes than people who are not living on the edges of society.[7] [8]

In 1996, Flamborough had a population of 34,037 people, had experienced booming growth of almost 15% in the 5 years since the 1991 census, and was a fairly rural community, with 69 people per square kilometer, compared with the regional number of 420 people.

So while Flamborough is still a very rural municipality, it is also experiencing pockets of growth much higher than the regional average of 3.57% or the provincial average of 6.63%. This would suggest that their need for services has also grown at a rapid rate.

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While population growth usually results from increased economic growth and in general is healthy for communities[9] sometimes it "is not always good..."For many communities, as for most people, there is a "right size" beyond which growth will take over the way of life, deplete resources and change the standard of living for many residents - some for the better, some for the worse."[10]

As important as the growth in population, is the fact that Flamborough also has a young population, in comparison to the region or the province, as well as more people per family. This may indicate a need for services directed towards children and young families. Recent studies by the Social Planning Councils in Toronto and Ottawa have shown a need for support and resource services for parents and children, and that poverty among young families in Ontario and Quebec is rising and creating vulnerabilities not being adequately addressed by social programs or the labour market.[11] Almost 6% of families in Flamborough live in low-income households.[12] Single parent families remain disproportionally represented among the poor. 8% of Flamborough families are headed by only one parent.[13]

Table 1: 1996 Census Numbers

Description	Flamborough	Hamilton-Wentworth	Ontario
Total Population	34,040	467,799	10,753,573
Population Growth 1991-1996	4421 14.93%	16134 3.57%	668688 6.63%
Population aged 0-4 years	2510 7.37%	30900 6.61%	734170 6.83%
Population aged 5-9	2735 8.03%	31715 6.78%	748065 6.96%
Population aged 10-14	2775 8.15%	30875 6.60%	731980 6.81%
Population above 65 years	3260 9.58%	66275 14.17%	1334090 12.41%
Population above 85 years	190 0.56%	6040 1.29%	124905 1.16%
Average Number persons/family	3.19	3.04	3.08

*Source: Statistics Canada, 1996 census

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*Source: Statistics Canada, 1996 census

It does not appear that Flamborough has a large senior's population, in comparison to the region and province, although isolation in rural areas may present a problem for seniors who are no longer able to drive and do not have access to public transportation.

The rural nature of the community suggests that transportation may be a barrier to consultation processes and service accessibility. There may also be a thinner tax base to support programs.

See Appendix A for a comprehensive overview of Flamborough's demographics.

1.4 Background: How This Project Came About

In 1995, the Mayor of the Town of Flamborough identified a need to explore the level and nature of human service delivery. He convened the "Mayor's Human Services Task Force" which consulted with approximately 50 selected community members who were involved in the front line delivery of community services as well as councillors committed to the coordination and development of services in the community. Much of the information gathered by this process evolved out of group brainstorming and discussion. A number of telephone interviews with community groups such as churches, service clubs and recreation leaders took place as well. While the Task Force was well-intentioned in its purpose, the lack of paid staff support for its volunteers ultimately undermined the ability of the group to move forward. The Human Services Task Force identified the following objectives as the main tasks of its work.

Human Services Task Force Objectives:

1. *To review human services currently being delivered in the Town of Flamborough*
2. *To make recommendations based on the results of the review*

A number of recommendations came out of the Task Force to set direction for human services in Flamborough as well as to set the tone for the development of a number of collaborative partnerships.

Human Services Task Force Recommendations:

- That the service clubs and churches work together through an interfaith council and a service club council to better coordinate long-term community building efforts
- That three groups were identified as having challenges - children/youth, women and seniors
- That a community umbrella group be established to identify the needs and provide a framework for human service delivery
- That a Flamborough Community Fund be established under the Hamilton Community Foundation

A core group of community people began to look at the Task Force recommendations in 1998, and decided to build on this foundation through broader consultation and dedicated staff resources.

2.0 THE COMMUNITY CONSULTATION PROCESS

2.1 Identifying The Need For Community Services: Engaging Citizens In Community Consultation

Eliciting input from people living in the community who can identify community needs recognizes that these people "are likely to have a different experience of their situations and of the process of getting their needs met than are those planning or providing public services and resources. Consumers' input can, it is suggested, contribute to ensuring that policies and programs are more closely attuned to their needs and imperatives". [14] Community consultation helps to ensure that program planning and delivery will actually meet the needs of the people for whom the program is designed.

When planning the process, it is important to be very clear about the purpose of the consultation. Before participants can be identified and invited, the planning committee should discuss what they expect to gain from the process. This, in turn, will determine who should be invited. If specific people with specific skill sets are needed, they should be invited personally to attend. If broader community participation is desired, there are a number of factors that need to be considered in making the consultation successful:

1. **Outreach:** getting the word out to as many community members as possible. To participate, community members must know that the process is taking place. Advertising in local newspapers, radio or cable TV are some ways of letting people know, or if the process is newsworthy, getting local media to cover the process as part of their reporting of community events. Postering major centres such as libraries, recreation centres, grocery stores, etc. is another way of reaching grassroots people. Announcing the process in community agency newsletters is another way to catch the attention of community members providing and using services.

2. **Inclusively:** In studies of community consultation processes, it appears that people of colour often do not participate. [15] This may be due to language and cultural barriers[16] and/or resources and skills necessary to participate[17]. Outreach into ethnically diverse communities is often a challenge for people organizing consultation processes, as it involves advertising in different languages and having interpreting services available during meetings.

However, it is vital for quality comprehensive consultation and the resulting plan from that consultation, that all members of the community be given the opportunity to participate.

3. **Removing Barriers to Participation:** Barriers to participation are often caused by a lack of resources for such necessities as transportation, childcare, and language and cultural interpretation. To ensure that all citizens who wish to participate are able, resources must be made available to cover the costs of these items, or to provide for them. For example, child care could be reimbursed for people in monetary terms, or child care could be provided at meetings so that parents could bring their children to meetings and be comfortable knowing they are being appropriately cared for.

Transportation in rural areas is also an issue that must be addressed to ensure good participation. If public transportation is not available or is very limited, than arranging alternative forms of transportation for people who do not drive or own a car (especially seniors and youth) is important. Holding meetings in a centrally located area, at convenient times for people (often evenings) also improves accessibility to the process.

2.1.1 The Summit

In 1998, a small group of community members continued to look at ways to develop and deliver charitable, social and community services and to build on the work of the Human Services Task Force. They decided that further community input was necessary to broaden participation, encourage community members to get involved, and update the recommendations of the Task Force.

It was decided that a community summit be organized to begin this process. 160 "community-minded" citizens, including; community leaders, agency and human service providers and politicians, were invited to the one day workshop, held on a Saturday in September of 1998. (See Appendix B for invitational letter).

The day-long summit began with a background brief on the Task Force, an overview of the demographics of Flamborough and the process of needs identification.

The group then broke into smaller working groups to discuss the needs identified by the Task Force and the assets and community resources available to meet these needs. Following a report back session to allow all participants to hear the work of the small groups, there was a presentation from the Hamilton Community Foundation, who had been specifically identified by the Task Force as having a role to play in Flamborough. As well, there were presentations from various community agencies, outlining their role in service need identification and implementation as well current services delivered in Flamborough.

A strategic planning session set the potential long and short-term strategies to meet the human service needs, and identified resources necessary to fund these services.

The September Summit was very successful, with over 60 individuals from all sectors of the community sharing their ideas. The thrust of their input was that action must be taken to coordinate and build on existing services. Flamborough Information and Community Services was seen as having a leadership role in this process.

2.1.2. Summit Recommendations

The recommendations developed by summit participants were as follows:

- To establish a Community Umbrella Group that will investigate and identify the needs as well as facilitate and provide a framework for existing and new services
- To establish a Community Fund under the direction of the Hamilton Community Foundation in order to sustain human services and encourage philanthropy within our community.
- To encourage the Town of Flamborough to endorse the Summit Recommendations through a formal motion to Council. The endorsement will reflect the leadership of Council members in establishing the direction of human services to meet the challenges of our changing community.

2.2 Building Commitment For Change

Once the needs have been identified through a community consultation process the next step is to have this information accepted by community leaders who then must make a commitment to address these needs. Ideally, including community leaders in the consultation process is the best way to let them know what is happening and what the community concerns are. If this has not happened, another way to accomplish this step is to present the information to local government officials and staff and to ask for their endorsement of the information and commitment to the recommendations for change.

Obtaining commitment is essential to the process, since often people will recognize a problem and agree that it is a problem, but not commit time, energy or resources to resolve it. Without commitment to resolution, the process will not move forward. If the process does not move forward, the people who donated their time and resources to participate in the community consultation process may become disillusioned and unwilling to participate in such a process again. It is important that the solution to the problem be implemented to prevent community cynicism, as well as to address community concerns.

The recommendations developed by the participants at the Summit were presented to both Regional and Municipal Councils. The Council of the Town of Flamborough formally endorsed the following recommendations in October of 1998:

1. That the Mayor's Human Services Task Force be restructured into the Flamborough Community Initiatives Group with the mandate to provide ongoing support and direction to the Town around human service issues;

2. That two representatives from the Town of Flamborough Council be appointed to the Flamborough Community Initiatives Group;

3. That a formal link be established with the Community Services Department of the Town of Flamborough and the Flamborough Community Initiatives Group through the appointment of a staff liaison;

4. And that the Council of the Town of Flamborough invest in continuing the human service needs identification process through a financial commitment not to exceed $25,000. (The financial commitment could be made through in-kind support such as materials and staffing or through a directed grant.)

Regional endorsement came in the form of a grant to support the work of the project.

With a purpose to build on the research and recommendations of the two community-wide consultation initiatives. The Mayor's Human Services Task Force (1995) and the September Summit (1998)}, the Flamborough Community Initiative Group came into being.

3.0 STRATEGIES FOR CHANGE

3.1 Key Partnerships

The first task in assembling a broad-based community team is to develop partnerships with organizations or individuals that have a knowledge base in community resources and team building and/or have resources to impart to the project. Bringing in community organizations that have a good reputation and have been established in the community for quite some time tends to lead to more successful community initiatives.[18] It is important that these organizations and individuals were part of the consultation process, although they should certainly not be excluded from the action phase of the process if they were not. Building key partnerships can be accomplished in a couple of ways; one is through a broad public process announcing the initial meeting and inviting agency and citizen participation, the other is by inviting key players in the community who have expertise and/or experience with the issue to participate.

The inclusion of community members in the work of the project is another way to build community capacity.

> The three ingredients of community capacity - commitment, resources and skills - don't "just happen." Rather they are developed through effort and will, initiative and leadership.... All kinds of community groups contribute to community capacity to some degree. Communities, and the groups and institutions within them, can intentionally and strategically work to develop their capacity.[19]

The following partners were recruited because of their expertise to develop the project and assemble a team:

- Flamborough Information and Community Services
  - Take a leadership role in project co-ordination
  - 20 years experience providing service delivery to the community
  - Expertise in facilitating new services
  - Knowable about existing resources within the community
- Social Planning and Research Council of Hamilton-Wentworth
  - Expertise and skills in organizations and human service planning, models of service provision and evaluation of projects
  - Development of manual
- Volunteer Centre of Hamilton and District
  - Expertise in volunteer resources and management

    - Coordination of volunteers at all levels of the project development and service delivery
- Community Services Department of the Town of Flamborough
    - Involved in the communication of the project to the town and Council
    - Provision of working space throughout the development of the project
    - Municipal support for the project

Meeting during the Fall of 1998, partner organizations set two main tasks for themselves; writing grant proposals to resource the project, and the development of an advisory committee to guide the project. Grant applications were submitted to Ontario Charities through the Town of Flamborough, Hamilton Community Foundation, New Ontario Trillium Foundation and the Region of Hamilton-Wentworth. All grant proposals were successful.

3.2 Assembling A Community Team

To achieve the goals, a community advisory committee, representing a broad section of community interests, needed to be developed. The Flamborough Community Initiatives Group (FCIG) for this project began with the above mentioned partners, and then recruited representatives from the following organizations:

- YMCA of Hamilton-Wentworth/Burlington,
- CHOICES,
- Family Services of Hamilton-Wentworth,
- Red Cross,
- Town of Flamborough Mayor, Town of Flamborough Councilor, and a representative from the Community Services Department,
- District Health Council,
- Social and Public Health Services Division of the Regional Municipality of Hamilton-Wentworth and the City of Hamilton Ontario Works,
- one citizen participant.

The partnership committee then folded into the now formalized Advisory Committee and began to meet monthly beginning in January 1999. The advisory group members consisted of core partners and agencies and one individual who was invited to participate.

As the project developed the Advisory Committee added two more agencies, Victoria Order of Nurses (VON) and Visiting Homemakers Association (VHA).

Once the group was established, their first task was to develop a mission statement or mandate that described their purpose and what they wanted to do. The FCIG mandate is as follows:

> *To establish a Community Umbrella Group that will investigate and identify the human service needs of the residents of Flamborough as well as facilitate and provide a framework for existing and new services.*

The agencies and individuals who came together to build community capacity in Flamborough also benefited from the exercise. Becoming involved in community initiatives had a positive impact on the people involved. In this project, agencies felt that being involved had raised their profile in the community and helped their clients access services that they had not been previously able to access. Agencies were also able to create new partnerships that were sustained past the life of the project, especially around fundraising efforts.

3.3 Defining Priorities And Actions

Before the work of any group can begin, it is essential to define the key issues and priorities that the group needs to address. This will guide the work of the project and help keep the advisory committee on track. Without clearly stated priorities (or just one priority area), a community group can be easily side-tracked by a multitude of issues they have neither the time nor the resources to address.

Utilizing the information gathered from the two community consultation processes, the FCIG identified four target populations: women, youth, seniors and people who are disabled.

Once priority areas have been established, the next task is to develop the goals for the project. The goals for the Flamborough Community Initiative Group were developed as follows:

i. To continue to investigate service needs and potential community partners in human services delivery.
ii. To evaluate current service delivery models for best practices.

iii. To establish and coordinate an advisory group which includes representation from the key community partners.
iv. To develop tools and strategies for the ongoing sustainability of this initiative.
v. To monitor and evaluate the initiative in terms of outcomes identified and achieved.

Once goals have been clearly articulated, the group must then develop the strategies or actions that they will take to address these issues.

Based on their four priority areas, FCIG developed the following strategies for the project:

i. Review current information and historical context of human service needs planning in Flamborough
ii. Engage community members to help establish need and priorities which will in turn create sustainability
iii. Meet with current and existing service delivery organizations and conduct information interviews about services and existing and required resources
iv. Ensure the development of priority based community services
v. Meet with key community leaders
vi. Establish the Flamborough Community Initiatives Group as an advisory group to the project
vii. Establish a work plan for the project based on current information and advice
viii. Develop a framework for coordination of services
ix. Identify weaknesses, challenges and opportunities for service delivery

Once the strategies have been developed, the group then needed to look to partners, inside and outside of the group, to carry each strategy to fruition.

4.0 BUILDING RESOURCES

Once the needs have been identified, the community team assembled and the priorities and actions defined, resources must be obtained to implement the action plans. Because there is a limit to the time and energy that agencies can donate to a project, without paid staff to support the work of the community team, there is a danger that strategies will not be reached. Striking the balance of resources is important for successful community efforts, where too many resources can overwhelm and too little can stifle a project, or even cause its failure.[20]

A contract position was established by Flamborough Information and Community Services to provide paid staff support to the project and thus ensure that strategies would be met.

4.1 Developing Government Support

Local government is a good place to start when looking for resources, especially if they have been involved in the process to date, as was the Town of Flamborough. If local government has not been involved, the group must begin to build a relationship with Town or City Council to inform them of the work and build support for government resources. When the Town of Flamborough formally endorsed the recommendations from the Summit, they approved a grant to support the work of the FCIG.

An application was made to the Region of Hamilton-Wentworth's community grants program, which was also successful. However, some of the agencies felt that regional support for the project was weak and could have been stronger and that senior levels of government were not involved at all. In fact, some voiced the opinion that the political arena had indeed blind-sided the initiative because of the uncertainty around amalgamation and that this stalled the capacity of the group to move forward (see Unforeseen Circumstances, Chapter 7).

4.2 Developing Third Sector Support

It was essential for this project to get community-based organizations on board, since the purpose of the project was to determine the need, and then look for ways to expand human services in Flamborough.

Not-for-profit organizations deliver many types of human services and therefore needed to be recruited into the process. Many agencies did become involved because they saw this as an opportunity to expand services to an under-resourced area, or to raise awareness of current services.

For those organizations that did become involved in the process, the experience was generally quite positive. Agencies found that the process provided them with an excellent opportunity to build stronger partnerships with existing agencies to improve accessibility for clients living in the area, and as a way to impact on the service delivery system in Flamborough.

4.3 Volunteer Participation

The resources brought to a community planning process by volunteers are immeasurable. The community members who participate in the consultation process are essential to providing the information necessary to develop a good plan. The members of the advisory group leading the project were volunteers who provided their expertise and experience in community planning and service delivery.

Residents who got involved in the FICG process did so because they recognized that there were issues in accessing services and saw this as a way of addressing those gaps. This involvement ensured that the motivation for the project came from within the community, instead for being encouraged or driven from the outside. Successful initiatives are more likely to occur when this is the case. [21]

5.0 STARTING THE WORK OF THE PROJECT

5.1 Gathering Information On Needs And Service Requirements

The Flamborough Community Initiatives Group (FCIG) decided to gather research that had already been conducted in the community around service needs to add to the information that had been assembled from the two community consultation processes. Five studies of health and support services were identified and summarized:

1. Red Cross Vulnerability Capacity Assessment. Flamborough Red Cross
2. Community Consultation on Human Services. Region of Hamilton-Wentworth and the Social Planning and Research Council of Hamilton-Wentworth
3. Hamilton-Wentworth District Health Council Report
4. Community Needs Analysis. YMCA of Hamilton-Wentworth/Burlington
5. Flamborough Health and Support Services (Community Assessment Study) Systems Linked Research

The Initiative also conducted some primary research in collaboration with the School of Nursing at McMaster University. This research was titled "The Sexual Health Needs of Youth in Flamborough".

This research confirmed the information that had been gathered in the community consultation processes around priority issues and target populations.

5.2 Identifying Prospective Contacts

To determine what agencies were interested in extending services or removing barriers to service in Flamborough, a survey was sent to 20 targeted agencies to assess interest in this project (See Appendix C for survey), followed by a phone call. Eight agencies responded to the survey and then a follow up was conducted by the group with each agency. Partnerships were developed to extend the agency's service to Flamborough residents by providing a physical presence in Flamborough.

Agencies interested in developing/expanding services in Flamborough, as well as the type of service offered:

Table 2: Interested Agencies:

Name of Organization	Type of Service to be offered in Flamborough	FCIG Partners
Alzheimer Society	• Caregiver education and day respite	
Multiple Sclerosis Society of Canada	• Education, yoga classes, medical equipment • Needs vary according to individual • Monthly support groups	*
Canadian Nation Institute for the Blind (CNIB)	• Counseling and referral, assessments, orientations and mobility • Monthly support and educational groups at Chestnut Grove	*
Elizabeth Fry Society	• Community service placement and monitoring	*
Volunteer Centre of Hamilton and District	• Volunteer coordination and placement	*
Senior Peer Counseling (Catholic Family Services)	• Emotional support and/or visiting people 55+ years	
Probation Services (Ministry of Community and Social Services)	• Supervision of young offenders • Counseling of youth and families	*
St. Elizabeth Nursing	• Maternal and infant care program • Wound care clinic • Educational programs and stress management, palliative care, mental health and others	
St. Elizabeth Health Care	• Are interested in receiving more information of the use of office space	
Human Resources Development Canada	• Placement of computer terminals for job search • Caseload management	

Name of Organizations	Type of Service to be offered in Flamborough	FCIG Partners
Family Services of Hamilton-Wentworth	• Family and individual counseling	
Hamilton Health Sciences Corporation (Family Caregiver Connection)	• Support group for senior caregivers, meets monthly at Chestnut Grove	*
CHOICES	• Board and Staff in service programs	*
VON Foot Care Clinic	• Clinics held twice a month at Waterdown Firehall	*
Visiting Homemakers Association	• Space available for support workers to use as staff resource centre	*
Child and Adolescent Services	• Youth and Family counselling at Chestnut Grove	*
Red Cross	• People Savers Courses at Chestnut Grove	*
Alternatives for Youth	• Counselling for youth at Chestnut Grove/Waterdown High school	*
Public Health: Sexual Health Clinic	• At Chestnut Grove counselling/information/referrals	*
Good Shepherd/Martha House	• Counseling and support • Dating violence workshops/Manuel	
Amity Goodwill	• Employment counselling for persons with employment barriers	
YMCA	• Services to be developed	*

Chestnut Grove is one of the community spaces offered to agencies and organizations interested in expanding services into Flamborough. Flamborough Information and Community Services are situated in this building.

5.2.1 Potential Services To Be Developed In Flamborough

The following agencies and services have expressed an interest in expanding into Flamborough, and are currently exploring opportunities and developing services.

Table 3: Type of Service:

Name of Organization	Type of Service to be offered in Flamborough
Community Care Access Centre	• Satellite Office
Long Term Care Facility	• Day bath • Respite day/night
Regional Social and Public Health Services: Ontario Works	• income support - intake and applications • clients review - every 4 months employment functions - clients looking for work at Chestnut Grove

5.3 Contracting With Service Providers For New/Expanded Services

Once service providers expressed an interest in providing human service programs in Flamborough, it was necessary to contract with them for these new or expanded services. This was true of number of agencies that opened satellite office hours in Flamborough. The FCIG project was able to facilitate this process by negotiating available space for agencies in a community centre (Chestnut Grove) owned by the Town of Flamborough and rented out to non-profit agencies free of charge, as well as the newly constructed Waterdown Firehall. The project had already taken an inventory of available space in Flamborough and tried to match agency need to that space.

FICG initially contacted each agency to determine the space and time required to offer service in Flamborough. When more than one agency was interested in using space, specifics were worked out and negotiations with each agency occurred.

By September, 1998, three new services were being offered in the Chestnut Grove centre; Alternatives for Youth, Public Health Sexual Health Clinic and Child and Adolescent Services. The Directors of each agency met to set out the terms of the partnership. Then a letter of agreement was drawn up between Flamborough Information and Community Services and the three agencies. (See Appendix D) It outlined conditions for occupancy; additional services such as the use of the fax

machine and photo copies; conflict resolution; confidentiality; partnership review; general policies and procedures; and, notice of termination. Use of the room was negotiated to accommodate each service provider's needs.

Any special equipment needed to provide service to their clients was provided by the agency.

The only cost incurred by the three agencies sharing the room was the telephone (installation and monthly billing) and cleaning of the room once a week. Each service provider paid 1/3 of the bill that is paid directly to Public Health, as they set up the arrangements with Bell Canada and the cleaning company.

The VON and VHA had already made the move to Flamborough a year prior. Due to the project, negotiations for a new long-term care facility to be built in Waterdown for bath programs and day/night respite care, were begun.

While agencies may have exhibited initial interest in the project, for some the timing was not right for them to move or to make immediate changes to their services. In these cases, FCIG was willing to keep in touch with the agency to monitor their client needs. The onus was on the agency to research their client group and develop programs that would better serve clients living in the Flamborough area. This was especially true for agencies serving youth, which have no access to public transportation in Flamborough and may not have the means to get to services provided in Dundas or the City of Hamilton.

5.4 Current Service Delivery Model

The service delivery model developed by the FCIG project is one of shared space and resources. FCIG recognized that because Flamborough has a relatively small population, full-time service delivered in the traditional model would probably not be sustainable. It was unrealistic to expect agencies and organizations to set-up operations on a full-time, full-service, delivery model. Instead, to ensure that human services were still made available and accessible to the citizens of Flamborough, this alternative model was developed to accommodate different requirements for service delivery.

To facilitate the process, FCIG took an inventory of all available community space in Flamborough and determined accessibility and geographic location. The project than offered to coordinate new services being developed in this space.
Some services are now temporarily housed in the Chestnut Grove Centre, a Town of Flamborough owned building that is leased to community groups free of charge.

Agencies are currently sharing space (using the same office on different days and at different hours), with shared resources such as a telephone, fax machine and photocopier. Administration is still done at the agencies head offices. The FCIG staff person facilitates the coordination of these new services in Flamborough. This allows for cost-effectiveness of service delivery, as well as stability and sustainability of services. A paid staff coordinator is such an essential component of this model that it would not work without one.

6.0 REVIEWING THE CAMPAIGN

6.1 Evaluating The Effort

A formal evaluation of all community initiatives should take place to determine the impact of the initiative on the participants involved and the community at large. An evaluation can take many different forms, but should always find a way to measure the outcomes identified by the project. A complete project evaluation of the FCIG project was carried out and can be obtained from Flamborough Information and Community Services.

For the FCIG project, the key outcomes were identified as:

- increased community awareness of human service needs
- increased number of partnerships
- better coordination of human services
- increased number of volunteers active in the delivery of human services
- increased provision of human services, particularly to high priority target groups (women, youth, seniors, disabled)
- increased funding available for local initiatives through the establishment of a Community Foundation in Flamborough

Key indicators of success for the project were identified as:

- a well functioning Community Initiatives Group
- identifying best practices through an evaluation of the current service delivery methods
- developing a strategy to bring human services to Flamborough in a coordinated and cost effective manner
- establishing new human services in Flamborough
- developing a resource manual to assist other rural communities who want to bring needed services to their community

An independent evaluation of this project included four separate methodologies to collect key indicators: statistical information on new services; key informant interviews with selected long-term FCIG members; survey of service providers; and, focus groups with community members.

Program evaluation forms were also completed by organizations that had implemented satellite offices in Flamborough.

6.2 Results Of The Evaluation

The evaluation determined that the FCIG project was very successful in meeting many of its identified outcomes and in building the capacity of the Town of Flamborough. People and organizations that were recruited into the project had very positive experiences and agreed that FCIG had done a tremendous job of brining new and much needed human services to the Town of Flamborough.

6.3 Reporting To Community And Government

To complete the community consultation process, it is imperative that participants be kept informed of the progress of the initiative, what has resulted from it and future directions. This reporting back ensures that people still feel connected to the process and that their participation is valued; as well, it provides important feedback to the project as the group evaluates the success of their past endeavors and plans for future strategies.

The FCIG decided to hold another Summit in the fall of 2000 to report back to the community on the progress of the project and to ask people to discuss the work of to date and identify future directions for the project. On a Saturday morning in September 2000, 45 people came together for this purpose. Feedback from the Summit indicated that people were very pleased with the work of the project and with the opportunity to be kept informed of the progress and to give input on future community needs.

Municipal, regional and provincial government officials and staff attended the Summit, and were also brought up-to-date on the work of the project.

6.4 Revising The Strategy

A project evaluation is invaluable to the future planning for any community group. It should identify areas of success, and areas that still need work. Based on the evaluation, project strategies should be revised on an on-going basis to remain relevant to the community and community members.

The Flamborough Community Initiatives Group received the majority of their funding to carry out the project for one year. With the success of the project, as outlined in the Project Evaluation, and the feedback obtained from participants at the Summit 2000, it would be a loss to the Flamborough community to end the

project. The FCIG now needs to look for ways to sustain the partnerships created by the project while continuing to build on their best practices model. Instead of winding down the project, as initially planned, the group now needs to look for ways to sustain the work. While annualized funding for new initiatives is not always easy to obtain in the current funding climate, this project has proven that it can coordinate and deliver services efficiently and effectively to a small rural community and should therefore continue to be supported by its funders.

6.5 The Impact Of Unforeseen Circumstances

No matter how well planned a community-based initiative is at the beginning, it is difficult to foresee all the events that will occur within the community that will impact on the project. In some cases, these unforeseen circumstances can be dealt with by meeting with certain community members to resolve any new issues and the project will continue. However, in other cases, unforeseen circumstances can derail an entire project and the participants will be helpless to stop it.

The Region of Hamilton-Wentworth was chosen in 1999 by the Province of Ontario as an amalgamation site. This decision had enormous implications for any community planning initiative in the Region, but had special impact on the Town of Flamborough. Many citizens in Flamborough voiced the opinion that they did not want to become a part of the new City of Hamilton and the provincial government agreed to study the issue. This reprieve lasted for several months, during which time the Town was in limbo, its future uncertain.

For the FICG, the community planning and service delivery initiative ground to a halt. Agencies who had been scheduled to come on board and add services in Flamborough decided to wait and see where the Town would land in the re-structuring process. This was especially true for services delivered by the Region of Hamilton-Wentworth, such as Public Health, who felt it was prudent to adopt a 'wait and see' approach, and by agencies mandated to serve in the Hamilton-Wentworth Region.

Members of FICG felt that they would have enjoyed much more success if re-structuring had not occurred, that the timing was bad for the project. Just as services were set to move to Flamborough they were put on hold and this, in effect, stalled the capacity of the group to move forward with new services.

7.0 SUMMARY AND CONCLUSIONS

7.1 Current Status

The Flamborough Community Initiatives Group is a well-established and well-functioning group of people and agencies who continue to work towards the maintenance of existing services; and the coordination and collaboration of developing new human services in the Town of Flamborough.

7.2 Recommendations For Other Communities

1. The case example in this manual, the Flamborough Community Initiatives Group project, provides valuable information on community planning in a small, fairly rural community. Transplanting this model to a larger urban community would require modifications to the planning and process service delivery model.

2. Dedicated staff resources are essential to moving any process along. A volunteer committee can only do so much; there must be staff support to ensure that the everyday work gets done. Staff resources are also necessary to maintaining what has been established and continuing to work with community members to identify unmet needs or new and emerging community trends.

3. Barriers to participation in the community planning process need to be identified and addressed. Traditional barriers include; transportation, childcare, and language and cultural interpreting. Barriers identified in the FCIG evaluation also include social isolation and access to information.

4. Indigenous community leadership needs to be developed to ensure that the project is meeting community needs and to build trust of the process within the broader community. The project was so successful, in part, because Flamborough Information and Community Services, a well-established and respected organization, led the project.

5. Unforeseen circumstances, such as municipal amalgamation can derail a process and leave a committee struggling to move forward.

APPENDEX A

Draft outline
October, 99

Human Services Provided to Flamborough

October 1999

Prepared by
Don Jaffray, M.A.
Social Planning and Research Council of Hamilton-Wentworth

Social Planning & Research Council
SPRC
of Hamilton-Wentworth

For the
Flamborough Initiatives Group

Human Services Provided to Flamborough

Introduction

The Flamborough Initiatives Group (FIG) was created to investigate and identify the human service needs of the residents of Flamborough. This process requires some examination and evaluation of the existing service system as well as the development of strategies for the provision of services into the future.

As part of this process FIG has developed links with human services operating or planning to provide services to the community of Flamborough, received some demographic analysis of the population of the community and conducted an analysis of selected human service needs in the area. Still questions remain about the scale of investment in responding to service needs. In particular are questions of interest about how this investment pattern compares to other communities in the Region of Hamilton-Wentworth or to the Region as a whole.

The Social Planning and Research Council in cooperation with the municipality of Flamborough and the Region's Public Health and Social Services Division were asked to assemble data that would provide more information about human service expenditures in the community.

Framework for analysis

Public investment of resources in responding to community human service needs takes many forms. In the broadest sense services to a community which support modern life include the provision of clean water and waste treatment. They might include transportation and employment or employment supports. Housing, education and health services would also have to be included in the formula as would crisis response and health promotion or prevention services. To complicate matters further this range of services can take many forms (ie delivered by government or alternatively by private or non-profit partners) and need to be tailored to the needs of a community as it ages and grows (or shrinks) in size.

This analysis will not take account of all forms of public investment. It will focus on the direct investment of public health and social services as well as not-for-profit community based services provided by organizations through funding support provided by the Region. To some extent this analysis will also provide information where available about the communities need for services as indicated by its demographic characteristics. It will also provide comment on its capacity to support the delivery of services and the extent to which it is linked to other communities in the efficient delivery of needed services for its population.

Demographic characteristics

Census data confirms that the population of Flamborough has been growing rapidly in recent years. The map in figure 1 indicates that some parts of Flamborough were among the fastest growing communities of the Region between 1991 and 1996. This would suggest that their need for services have also grown at a rapid rate.

1996 Age by 5 Year Breaks Report				
		Flamborough (T) vs. Ontario		
Total Population		Flamborough (T)		Ontario
	Total	34040		10753575
	0-4 yrs	2510	7.37%	6.83%
	5-9 yrs	2735	8.03%	6.96%
	10-14 yrs	2775	8.15%	6.81%
	15-19 yrs	2205	6.48%	6.49%
	20-24 yrs	1810	5.32%	6.54%
	25-29 yrs	2030	5.96%	7.19%
	30-34 yrs	2875	8.45%	8.78%
	35-39 yrs	3130	9.20%	8.72%
	40-44 yrs	2880	8.46%	7.83%
	45-49 yrs	2640	7.76%	7.21%
	50-54 yrs	2195	6.45%	5.51%
	55-59 yrs	1615	4.74%	4.55%
	60-64 yrs	1385	4.07%	4.19%
	65-69 yrs	1215	3.57%	3.94%
	70-74 yrs	960	2.82%	3.44%
	75-79 yrs	585	1.72%	2.33%
	80-84 yrs	310	0.91%	1.53%
	85+ yrs	190	0.56%	1.16%

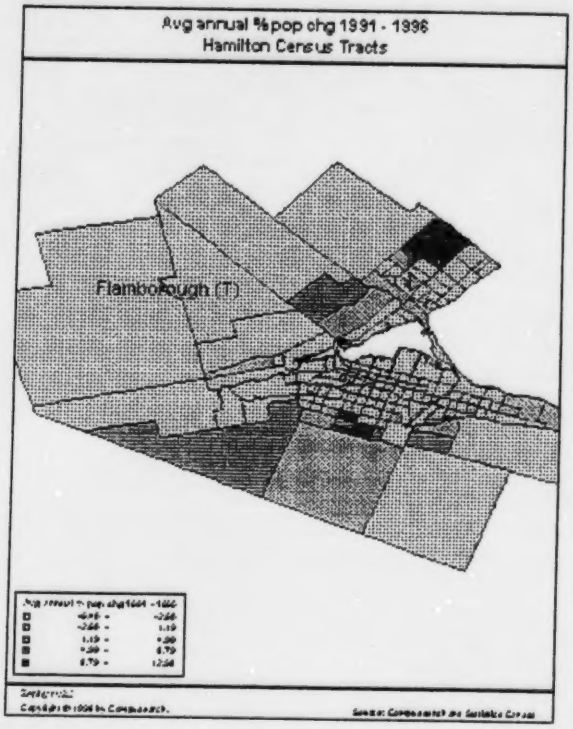

Figure 1

Another important demographic characteristic of the population of Flamborough is that it is a young population. Figure 2 indicates that census tracts in Flamborough have a higher concentration of children aged 0 to 4 years than many other census tracts in the Region. This characteristic might indicate a greater need for public services for young parents and children than is the case in some other communities.

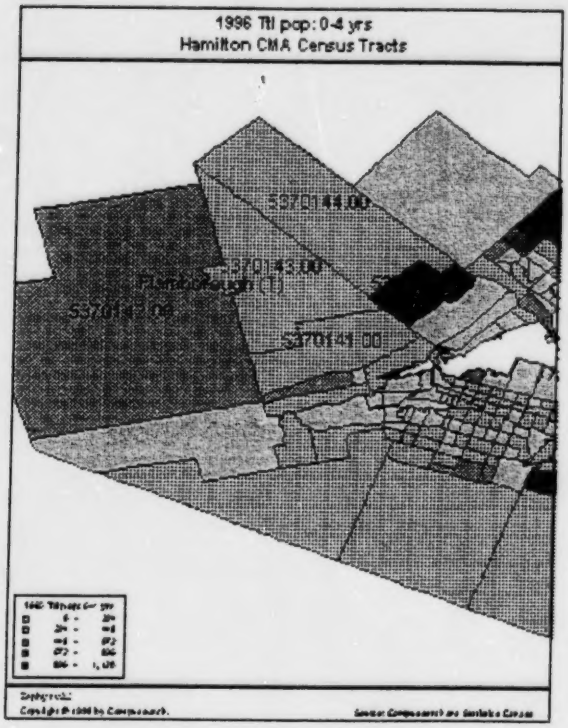

Figure 2

Recent census data also indicates that families with children aged 5 to 9 are also concentrated to a greater extent in some areas of Flamborough than in other census tracts in the Region. However this information in combination with information on the incomes of families in the community noted in Figure _) suggest a different kind of service need than in other neighbourhoods with many children but lower family incomes. Service needs for children in Flamborough indicated by this pattern might suggest greater need for child care, recreation and skill development or prevention programs than other more intensive or remedial programs required in other areas.

1996 Labour Force Activity				
		Flamborough (T) vs. Ontario		
Pop 15+ in private households		Flamborough (T)		Ontario
	Total	25890		8394200
	In labour force	19140	73.93%	66.33%
	Employed	18265	95.43%	90.92%
	Unemployed	875	4.57%	9.08%
	Not in labour force	6750	26.07%	33.67%
	Participation rate	73.93		66.33
	Employment-population ratio	70.55		60.31
	Unemployment rate	4.57		9.08

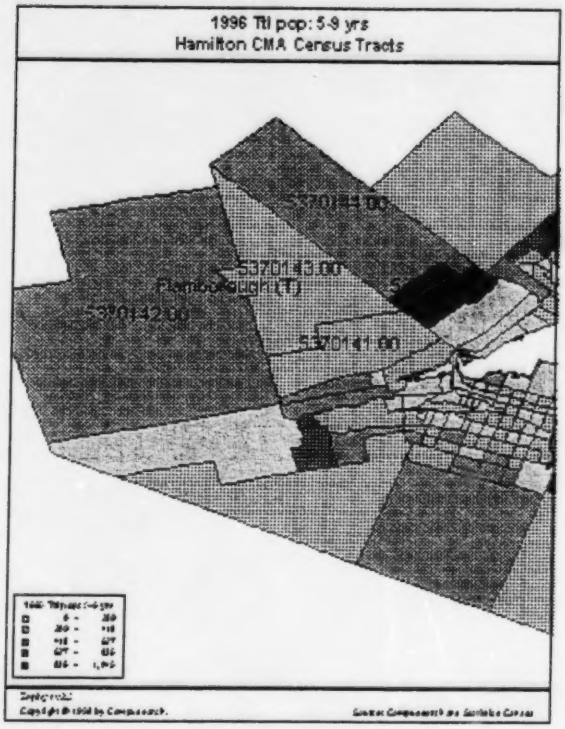

Figure 3

The trends in Flamborough's population to be younger rather than older extend into the teenage population. This population experiences a 'transition' to adulthood which can often be problematic. Transition problems can include issues relating to emotional well being, education, employment and sexual development or parenting. Given that there are several census tracts which indicate high concentrations of teenagers in Flamborough it would be reasonable to anticipate greater investment of public resources may be needed to support development through the transitional experiences young people must deal with in this community. It is important to note that people in this age range also become increasingly mobile and have a greater capacity and greater tendency to move as part of their response to the transitional requirements of this age.

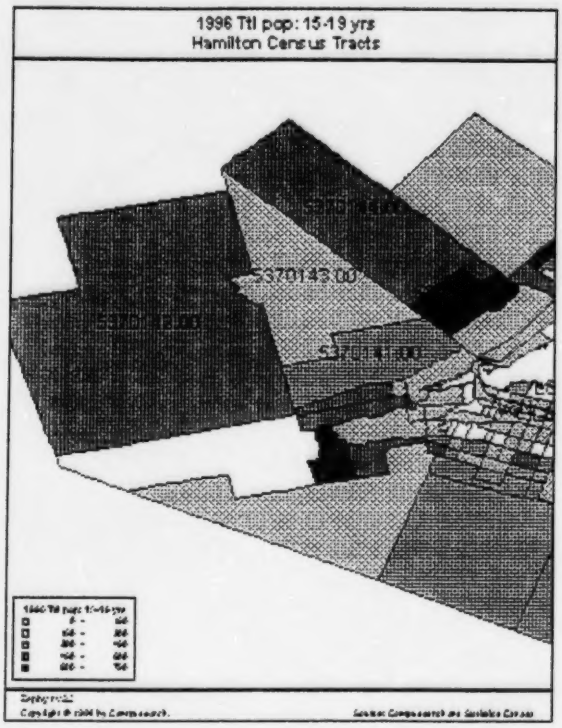

Figure 4

Census data on the incidence of low-income economic families shows that Flamborough has relatively few low-income families in the community. This trend is confirmed by social assistance caseload data as well as information on unemployment rates in the Hamilton CMA. This trend is to some extent a reflection of the limited availability of conditions which will support individuals and families living on low income. Flamborough offers very little low cost or rental housing and has very limited public transportation services often required by low income families. To compound the problem of limited public transportation is the matter of proximity to employment. Relatively few jobs exist in Flamborough. Most working residents of Flamborough must travel considerable distances to other urban communities (i.e. Hamilton, Burlington, Toronto and Cambridge) which have a better developed commercial-industrial base offering more employment.

This relationship between incomes and work suggests that plans for the provision of public health and social services will depend on your intentions for the development of the community. Support for a suburban community where residents work outside the community requires different services than those required in a more economically and demographically diverse community of long term residents.

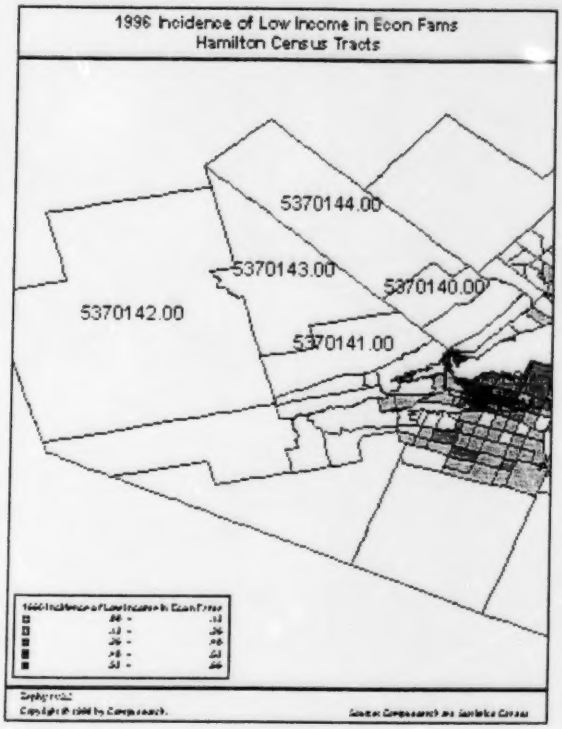

Figure 5

As one might expect, the converse of few low-income families is also true of Flamborough. It has a relatively high concentration of average to high-income families. The importance of this characteristic is that it suggests this population will have greater capacity to choose or purchase the services they require. We might anticipate they will have a lesser tendency over-all to rely on public provision of public health and social services than might be the case in other low income areas. Similarly, this population likely has greater capacity at an individual or family level to travel to other areas or communities to access services they require.

1996 Labour Force Activity x Presence of Children Report				
Pop priv hhld w/kids at home		Flamborough (T)		Ontario
	Total	11830		3450290
	In labour force	9960	84.19%	78.51%
	Employed	9675	97.14%	92.62%
	Unemployed	285	2.86%	7.38%
	Not in labour force	1870	15.81%	21.49%
	Participation rate	84.19		78.51
	Employment-population ratio	81.78		72.72
	Unemployment rate	2.86		7.38

1996 Labour Force Activity x Presence of Children Report				
Pop priv hhld w/kids <6 at home		Flamborough (T)		Ontario
	Total	2230		679475
	In labour force	1955	87.67%	81.41%
	Employed	1875	95.91%	90.41%
	Unemployed	75	3.84%	9.59%
	Not in labour force	280	12.56%	18.59%
	Participation rate	87.67		81.41
	Employment-population ratio	84.08		73.60
	Unemployment rate	3.84		9.59

The characteristics of increased personal/private resources and greater mobility become important considerations in the process of designing and delivering public health and social services to the community.

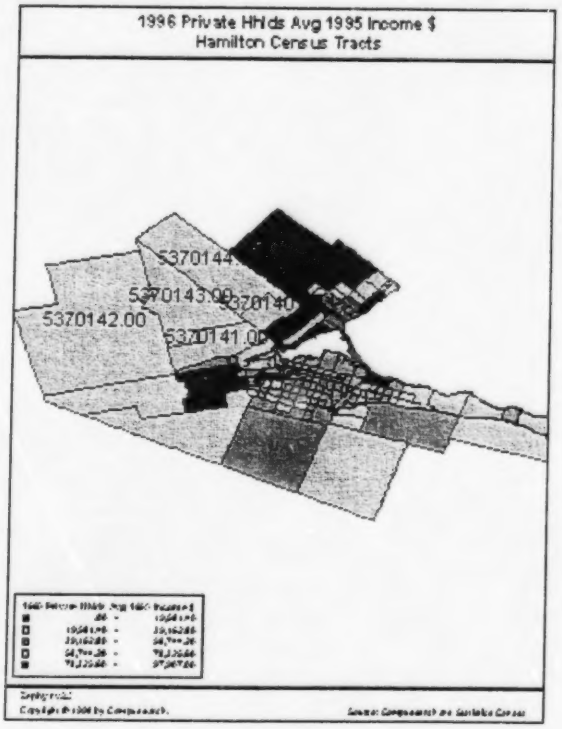
1996 Private HHlds Avg 1995 Income $
Hamilton Census Tracts
5370142.00
5370141.00

Figure 6

		1996 Employment and Total Income Report		
		Flamborough (T) vs. Ontario		
Total Pop 15+ with Employment Income		Flamborough (T)		Ontario
	Total	19600		5653475
	Avg employment income $	31235.00		28838.00
	Worked full-yr/full-time	10875	55.48%	53.35%
	Worked full-yr/full-time avg emp inc $	43040.00		40281.00
	Worked part-yr/part-time	8325	42.47%	43.90%
	Worked part-yr/part-time avg emp income $	16761.00		15883.00

Publicly Provided Public Health and Social Services

A wide range of publicly provided social services are available to residents of Flamborough and other local municipalities through the Regional government. Some of these services would include:

- Ontario Works income support
- Child care services
- Long term care
- Hostel services
- Homes for special care
- Women's shelters
- Social housing
- Child welfare and protection services
- Public health programs and services

As noted earlier a wider range of community services with a public health or community service nature will not be examined closely here. These include for example: police services, ambulance services, water and waste treatment etc.

Estimating the cost of these services by local municipality will have obvious limitations. Some services though available to residents of Flamborough do not operate in Flamborough. In some cases this arrangement may be preferred by residents of Flamborough, clients of services or both. Some services exist across municipalities and so assessing their cost on the basis of a particular geographic unit is difficult. If services are delivered locally but managed centrally, how are administrative costs assigned? Another feature of services is that they may have a tendency to ebb and flow at different rates depending on community demographics, economic cycles, or catastrophic events which are difficult to predict or assess over short periods of time.

Some of the Regional services which can be identified as provided by the Regional Municipality and then by definition serving the community of Flamborough should include: Child and Adolescent Services, Alcohol, Drug and Gambling Services (ADAGS) as well as child care services.

Ontario Works and LEAP clients also reside in Flamborough and receive income support, employment counseling and access to other service supports. The income supports provided to them are cost shared by the Province and the Region.

Public Health services are also provided to residents of Flamborough. These services include the support of Public Health Nurses, inspection services and other programs and services either mandated or as directed by the Medical Officer of Health.

Housing Services have recently been transferred to a large extent from the Provincial government to municipal governments. In Flamborough some housing services are available to seniors through the Regional government while others are provided largely through not-for-profit organizations over which the municipal government will have increasing influence. The number and type of subsidized housing units now operating in Flamborough would be:

Publicly Funded, Privately Provided Social Services

A number of private not-for-profit services operate in the Region and make a deliberate effort to make these services available to the residents of Flamborough. In many cases these services receive a Community Grant from the Region of Hamilton-Wentworth and presumably direct a portion of these resources to serve needs in Flamborough.

Some of these services may include:
Volunteer Centre of Hamilton
YMCA
Red Cross
Victorian Order of Nurses
VHA Home Support Services
Social Planning and Research Council of Hamilton-Wentworth
Family Services of Hamilton-Wentworth
YWCA
Good Shepherd / Martha House
MS Society
Alzheimer's Society
Elizabeth Fry Society
Canadian National Institute for the Blind
St. Elizabeth Nursing
DARTS
Others?

The resources expended by these services are often combined with resources generated by purchase of service revenues and donor support. The combination and proportion of revenue sources will often have a bearing on the way in which services of the organization are distributed in the community.

The following chart shows those agencies which received Conditional Grants from the Regional Municipality in 1998/99, the amounts received as well as indications provided by agencies about service provided to Flamborough.

Agency Name	Grant Received	Service to Flamborough	% of grant in service to Flamborough

		1996 Employment and Total Income Report			
		Hamilton-Wentworth Regional Mu vs. Ontario			
Total Pop 15+ with Employment Income		Hamilton-Wentworth Regional Mu	Index	Ontario	
	Total	233735			5653475
	Avg employment income $	27741.00			28838.00
	Worked full-yr/full-time	122795	52.54%	98	53.35%
	Worked full-yr/full-time avg emp inc $	38741.00			40281.00
	Worked part-yr/part-time	104080	44.53%	101	43.90%
	Worked part-yr/part-time avg emp income $	15699.00			15883.00

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APPENDEX B

TOWN OF FLAMBOROUGH
P.O. Box 50
Flamborough, Ontario L0R 2H0
163 Dundas Street East

Telephone (905) 689-7351
Lynden (519) 647-2577
Fax (905) 689-3310

August 12, 1998

At a recent meeting, which discussed the findings of the Human Services Task Force, you were identified as someone who is community minded and has the ability to "think outside the box." We are looking for people who will be able to come up with new and creative solutions for the delivery of charitable, social and community services.

The major objectives of the Human Services Task Force were to review the human services currently being delivered in the Town of Flamborough and to make recommendations for their improvement. Recommended by the task force was the establishment of a Community Umbrella Group to provide direction as a new path in human service delivery. Our hope is that by meeting with some of our community's most informed and dedicated, we can make improvements in some of the following service related areas:

- reaching those most in need and ensuring adequate funding for services
- identifying needs before a crisis and ensuring monitoring of services for effectiveness
- providing services that allow people to be self-reliant
- providing cross referencing between services and avoiding duplication

We have designated **Saturday, September 26th, from 8:30 am to 3:30 pm, at Millgrove Community Centre**, as the time and place for this meeting. Coffee and muffins will be available in the morning and lunch will be provided.

By spending one day discussing these issues you have the opportunity to impact thousands of lives. **Please let us know prior to September 10th if you are able to participate by calling Shelley Scott at 689-7880 and leaving a message on her 24 hour answering service.**

Sincerely,

Ted McMeekin, Mayor

Shelley Scott, Committee Member

AJB

Summit Meeting
September 26, 1998

8:30 - 9:00

- Registration and coffee

Needs Identification	Feedback	Resources	Strategic Direction

Needs Identification:

9:00

- Greeting and introduction of facilitator (Don Lamont) — Ted McMeekin — 15min
- Background of Task force — Chris Cutler — 15min
- SPRC Explanation and overview — Don Jaffray — 25min
  - what is Flamborough
  - demographics
  - SPRC work in social planning
  - needs identification

10:00

- break 15min

Feedback:

10:15

- Group discussion: (Reviewing the needs identified by the task force)
  1. Does the report of information on human service needs seem correct?
     -the information provided is clear and understandable
     - the data sources are reliable and information was correctly interpreted
  2. What assets and community resources can we identify, gather or build to respond to the community needs identified?
     - consider people, organizations, financial and property/equipment

11:00

- Group Presentations (each group to present group work)

Resources:

11:30

- Presentation of Hamilton Community Foundation — Grahame Meredith — 30min

12:00 - Lunch

12:30

Presentation of Municipal/Regional	Ted McMeekin	10min
United Way		5min
YMCA	Scott Haldane	20min
Red Cross	Marilyn Irish	5min
FICS	Shelley Scott	15 min
Volunteer Bureau	Liz Weaver	15 min

1:45
Break 15min

2:00

Strategic Directions:

- Group discussion
  1. What potential short and long term strategies should be employed to meet the human service needs of residents of Flamborough?
  2. What resources are required to fund human services in Flamborough and how can these be acquired?
  3. What are the strategies required to establish a Flamborough community fund?
  4. How can citizens in Flamborough direct, support and/or request services?

- Groups to report on discussions

3:00

- Summary and implementation/action plan....next step — Don Lamont — 15min

Community Summit on Human Services in Flamborough
Part A: Process for Needs/Services

Kindly go around the table and ask each person in turn:
Do you agree with the recommendations of the Task Force re:

1. Service Club and Interfaith Councils? Yes [ ] No [ ]

2. Key Need Groups - children/youth, women, seniors? Yes [ ] No [ ]

3. Community Umbrella Group to identify needs and spearhead local planning - comprising service professionals and volunteers? Yes [ ] No [ ]

a. supported by the Social Planning and Research Council? Yes [ ] No [ ]

4. What else should be done to meet the needs?

Community Summit on Human Services in Flamborough

Part B: Resources

Kindly go around the table and ask each person in turn:
Do you agree with the recommendations of the Task Force re:

1. Flamborough Community Fund within the Hamilton Community Foundation?

Yes [ ] No [ ]

2. Flamborough Community Fund Advisory Board, separate from service providers?

Yes [ ] No [ ]

3. What else should be done to generate community support and to secure resources?

APPENDIX C

FLAMBOROUGH COMMUNITY INITIATIVES

Flamborough Information Community Services
Box 240
Waterdown, ON
L0R 2H0

Fax: (905) 689-6828
Phone: (905) 689-7880
E-mail: fics@bigwave.ca

Date: July 8, 1999

To: Hamilton-Wentworth Community Agencies

Re: Services In Flamborough

Flamborough Information Community Services is leading the project of the Flamborough Community Initiatives group which has been mandated by the Flamborough Council to act as an umbrella group to ensure the delivery of human and social services to the diverse and geographically scattered residents of Flamborough.

We are requesting that you complete the following survey so that we may assess the services available and the extent of accessibility for Flamborough residents.

If you are interested in extending your service to Flamborough or having a physical in Flamborough, the Flamborough Community Initiatives Group would be available to assist and facilitate this process.

Please complete and return the survey by mail, fax or e-mail by July 30. If you have any questions, please don't hesitate to call me at (905) 689-7880.

We thank you for your attention to this matter.

Sincerely,

Shelley Scott
Staff Coordinator

FLAMBOROUGH INITIATIVES GROUP

HAMILTON-WENTWORTH SOCIAL SERVICES SURVEY

Name of Organization:_____

Contact Person & Phone #:_____

Which services does your organization offer?_____

_____

_____

_____

_____

_____

What fees are attached to these services?_____

_____

_____

Are you aware of any current gaps in services to Flamborough residents?
No ___ Yes___ (please specify)_____

Do you know how many clients you currently serve in Flamborough?
No___ Yes___

How many Flamborough residents are currently serviced by your agency?
None ____ Other _____

How many of those clients would benefit from your services being offered in the Flamborough area? _____

Are you interested in having a part-time physical presence in Flamborough?
No____ Yes____

Are you interested in expanding your services to Flamborough?
Yes ___ No ___

Have you ever had to refuse service to Flamborough clients? Yes___No___
If yes, how many in the past six months? Reasons why_____
_____

Do you currently travel into Flamborough to deliver your services?
Yes ___ No ___

What promotion do you do in the Flamborough area? None ___
Or please specify:_____
_____

What obstacles do you foresee (or have you experienced) in delivering your services directly to the Flamborough area?
Transportation ___ Finding Space___ Accessibility ___
Lack of Awareness ___ Funding ___ Manpower ___

Do you have any data collected on the needs in the Flamborough area?
No ___ Yes ___ If so, please share this information with us.

How often does the average client access your services?
Once ___ 2-3 times ____ Monthly ___ Yearly ___
Other_____

How do your out-of-town clients currently access your service?
Voluntary Driver- % Own Car- % Taxi- % You Visit- %

We thank you for your kind co-operation in completing this survey. We will be assessing the priority needs for our residents and will contact the agencies identified as filling those needs, to help them facilitate the delivery of required services.

APPENDIX D

PARTNERSHIP AGREEMENT

BETWEEN: *Visiting Homemakers Association (VHA)*

-and-

.....The Flamborough ..Initiatives...Group

REGARDING: The use of space in the building at 315 Dundas Street E. Waterdown

We of *VHA* acknowledge and agree to the following conditions:

OCCUPANCY

1. *VHA* will share the occupancy the space presently located at 315 Dundas Street E. Waterdown ON. (Chestnut Grove)

2. Each agency provider will have priority use of the designated space on the day(s) that are agreed upon in consultation of the Flamborough Community Initiatives Group. The service provider staff/volunteer will ensure that the schedule for their use of the identified space is provided to the designated staff person that is scheduling the space. Service provider staff will have access to **other** rooms by scheduling their use with a designated staff person.

3. The service provider may use the telephone on a shared cost basis.[1]

4. The service provider is responsible for the provision of its own offices supplies.

5. The service provider will have access to the following on an as needed basis

   a) photocopier — The service provider will be responsible for the cost associated with the use of the copier. Service provider staff will ensure that copying large quantities is completed at their respective administrative site

   b) fax machine — Available on an as needed basis at a unit cost.

[1] This could be a shared cost ie. installment or monthly fee

CONFLICT RESOLUTION:

1. A staff representative shall participate in a meeting of all participating agencies *twice* a year to review relevant operational issues.

2. Where issues develop that may be conflicting between staff members of the organizations, it is the responsibility of those involved to address the issue(s) in a timely fashion and to work to a resolution that is acceptable to all. Staff members will ensure that their senior staff have been made aware of any issue(s) and /or resolution(s) at staff level.

3. If there is no acceptable solution reached, then the matter will be referred to the senior staff member of each organization.

CONFIDENTIALITY:

1. All organizations will respect the right of other organizations to conduct their business free from interference.

2. It is imperative that the "clients" of each of the services are treated in a professional manner and that their right to privacy and confidentiality are respected.

GENERAL:

1. The service provider, *VHA* sharing the space is a non-profit organization that provides human service that is compliant with the target population as outlined in the mandate of FIG.[2]

2. *VHA* enters into this agreement with a spirit of co-operation that will support collaborative efforts of all the organizations sharing space.

3. *VHA* will agree to provide a service that compliments other services delivered at the site without duplication.

4. The policies and procedures of each service provider will continue to apply to their staff.

5. A yearly review be given to FIG that provides a summary of the service you provided and the intention to continue or terminate the service for the following year.

---

[2]Target population; women, youth, seniors, disabled

NOTICE OF TERMINATION OF AGREEMENT:

1. All agencies will provide no less than 60 days notice, in writing of their intent to terminate with this agreement.

This Partnership Agreement is effective as of ...*May 2000*.....

SIGNATURE:_____ DATE:_____

agency rep

_____ DATE:_____

FIG rep

REFERENCES

[i] _____*Measuring Community Capacity Building" A workbook-in-Progress for Rural Communities*. Version 3/96. The Aspen Institute: Rural Economic Policy Program

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[iv] Brown, Suzanne (1997) *Active Citizenry in Hamilton-Wentworth*. Hamilton: Social Planning and Research Council of Hamilton--Wentworth.

[v] _____ (1989).*Healthy Communities: the Process. A guide for volunteers, community leaders, elected officials and health professionals who want to build healthy communities*. Ministry of Health. British Columbia

[vi] Bracht, N. & Tsouros, A (1990). "Principle and strategies of effective community participation", *Health Promotion International*, Vol. 5(3).

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[viii] Head, Wilson (1971). "The Ideology and Practice of Citizen Participation" in Draper, James (ed.) *Citizen Participation: Canada*. Toronto: New Press.

[ix] Henry - Risk Factors in Hamilton-Wentworth

[x] _____*Measuring Community Capacity Building" A workbook-in-Progress for Rural Communities*. Version 3/96. The Aspen Institute: Rural Economic Policy Program, pg. 6-7.

[xi] Deniger, Marc-Andre et al. (1995). *Poverty among young families and their integration into society and the work force: an Ontario-Quebec comparison*. Social Planning Council of Ottawa Carleton & Canadian Council on Social Development. Ottawa: The Canadian Council on Social Development. & _____ (1995). *Young Families in Metro Toronto*. Social Planning Council of Toronto.

[xii] Statistics Canada, Census 1996

[xiii] ibid.

[xiv] Aronson, Jane (1993). "Giving Consumers a Say in Policy Development: Influencing Policy or Just Being Heard?" *Canadian Public Policy* XIX:4:367-378.

[xv] Brown, Suzanne (1997) *Active Citizenry in Hamilton-Wentworth*. Social Planning and Research Council of Hamilton-Wentworth.

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[xviii] Mattessich & Monsey (1997). *Community Building: What makes it Work*. Saint Paul, Minnesota: Amherst H. Wilder Foundation.

[xx] Mattessich & Monsey (1997). *Community Building: What makes it Work*. Saint Paul, Minnesota: Amherst H. Wilder Foundation

[xxi] Ibid., p.21